Quality Management: Adopting an Always Improving Approach

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Objectives – Quality Management System

- Basic framework components
- Benefits
- Implementation
- Tools

Level-Set

- Quality Assurance – maintaining a desired level of quality
- Quality Improvement – continual improvements in quality
- Quality Management System – a set of policies, procedures, and practices designed to achieve your quality goals
Accreditation Requirements

<table>
<thead>
<tr>
<th>ABSNC – Standard 18</th>
<th>NCCA – Standard 23</th>
<th>17624 – Standard 10</th>
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</thead>
<tbody>
<tr>
<td>Internal audit &amp; management review</td>
<td>Policy/procedure review &amp; application</td>
<td>Management system to demonstrate accreditation compliance</td>
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<tr>
<td>Continuous corrective and preventative actions</td>
<td>Monitoring wide range of program activities from application processing and exam development to examination results and financial management</td>
<td>Document control</td>
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<td>Customer service standards</td>
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<td>Data collection</td>
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<tr>
<td>Policy/procedure review &amp; revision</td>
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<td>Internal audit and management review system</td>
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<td>Tracking and evaluation</td>
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Benefits

- Ensures up-to-date, organized policies
- Reduces liability
- Increases consistency
- Helps with training, builds institutional history
- Provides improved customer experience for program stakeholders
  - Applicants, certificate holders, vendors, etc.
- Confirms policies and procedures are followed
- Creates proactive approach to finding opportunities for improvement
- Corrects and prevents errors
- Identifies root causes so action items can be designed for correction
- Evaluates effectiveness of “fixes”
- Increases efficiency
- Maintains continual accreditation compliance

There's always room for improvement

Quality Management System Framework

- Evaluation Areas
  - Internal Audit
  - Data Collection
  - Action Item Implementation
  - Management Review
  - Tracking and Evaluation

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Implementation

- Engage participants at all levels
- Each role contributes to the big picture
- Partners in looking for improvements (not placing blame)
- Define evaluation areas
- Select internal auditor
- Identify data collection needs
- Conduct management review
  - Management review committee
  - Responsibilities
- Identify action items
- Immediate fix when needed
- Root cause analysis
- Identify solutions - corrective/preventative actions, resources, assignments, timeline
- Track and evaluate
  - Was it done?
  - Did it work?
  - What’s next?

Quality Management System Tools

- Quality Manual
- Internal audit worksheet
- Management review agenda / report
- Checklists
  - Tracking sheets
  - Feedback/complaints
  - Disciplinary complaints, investigations, outcomes, appeals
  - Training

Quality Manual Policies

- Scope
- Responsibility for Implementation
- Personnel/training
- Document management and control
- Internal audit
- Data collection
- Program feedback
- Vendor monitoring
- Threat analysis
- Policy / scheme review
- Management review
## Internal Audit Worksheet

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<thead>
<tr>
<th>Evaluation Area</th>
<th>Policy/Procedure</th>
<th>Related Standards</th>
<th>Compliance Criteria</th>
<th>Review</th>
<th>Evidence</th>
<th>Findings</th>
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### Questions

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